



STATE OF WASHINGTON  
**DEPARTMENT OF CORRECTIONS**  
PO BOX 41100 • Olympia, Washington 98504-1100

November 26, 2018

Mr. Douglas Cole  
Performance Advisor  
DOC Headquarters

**PERSONAL DELIVERY  
CONFIDENTIAL**

**RE: Letter of Reprimand-Work Performance**

Dear Mr. Cole:

This Letter of Reprimand is being issued for your failure to follow Agency purchasing guidelines and procedures, your poor judgment as a leader as the Superintendent at Cedar Creek Corrections Center (CCCC), and for your failure to recognize the impact and outcomes of your decisions.

Specifically, during the development, implementation, management, and publishing of budget expenditure projections for Fiscal Years 2017 and 2018 for CCCC, you used poor judgement in that you had knowledge of and were complicit in regards to budget expenditure projections and intentionally misrepresented projected expenditures. Fiscal staff confirmed the reference of "sprinkles", identified throughout the budget documents, referred to what was "extra" or in addition to the legitimate planned expenses. It is also concerning when you were interviewed, you said you were not an "expert" on the policies and relied on the LBA and fiscal staff for their expertise and advice although you were ultimately responsible for budget decisions. When you were asked about the term "sprinkles", you said the term had been used in the past 3-4 years and the connotation is that it was anticipated future expenses spread in phases. You also acknowledged that you knew agency purchase processes and even identified when they changed. It is clear that you did not fulfill your requirement as a leader of CCCC with regards to authority and decisions regarding budget management and following Agency processes.

In addition, you failed to follow Agency purchasing guidelines and procedures. There were 26 instances of equipment, facility maintenance project supplies, and other purchases that should have been put on the facility Ready lists for Headquarters (HQ) approval and budget funding prior to being purchased locally at CCCC. There were segmented purchases for which HQ approval and funding were not obtained or sent through the appropriate channels for processing. It was also determined you did not ensure competitive requirements were met for non-contract purchases or more than \$10,000. You also attempted to segment the planned purchase of an Intercom system to keep individual phases of the system below \$5000 which then would not require you to receive approval from HQ. Had the purchase not been segmented, you would have been required to have HQ process the purchase instead of it being processed at the facility local level. When attention to this purchase was elevated to HQ staff, the purchase was cancelled.

Further, you had knowledge and engaged in the concealing of documents related to budget expenditure projections for 2017 and 2018. You had Ms. Luttrell provide you what was real versus what was extra for budget reporting projections, which was referred to as "sprinkles." You also allowed the plant maintenance credit card to be used to make purchases that were inconsistent with established purchasing guidelines and/or policies. Purchases were made over \$500, which required advanced approval. You approved the purchases after they were already made and when the manager submitted the purchase log at the end of the month.


As a leader who has authority to make decisions on behalf of the agency and specifically regarding the operations at CCCC, you must be able to be trusted to make sound decisions and to follow agency policy and procedures. You were responsible for the facility budget and how agency funding was spent regarding the operations and needs of the facility. You have served in leadership positions for several facilities; therefore you are aware of the budget and reporting requirements. It is concerning based on your responses in the investigation interview, that instead of taking responsibility for your interactions and direction/questions to staff about budget projections, extra purchases, and process requirements, you deflect those decisions and/or required guidance to the Local Business Advisor and fiscal staff.

Based on your actions, you have damaged your reputation along with the reputation of the agency based on your poor decision making and failure to follow required processes and protocols. You were responsible for all operational decisions at CCCC and have proven that your poor judgement has impacted the agency and the staff who worked for you as the Superintendent and leader.

In the future, you are expected to follow all agency policies and procedures. If you are unsure if decisions you need to make are in line with agency direction, you are to ask for clarification and have a discussion before any decision is made. It was your personal choice to make the decisions regarding the purchases you made and direction you gave staff. I encourage you to reflect on the impacts you had on staff and the agency in order to recognize how your authority was viewed by others.

Any actions similar in nature in the future may result in further corrective disciplinary action up to and including dismissal.

Sincerely;



Julie A. Martin  
Deputy Secretary

cc: Personnel File  
Supervisory File